

A photograph of three young women in traditional Central Asian clothing. The woman in the foreground is smiling and washing her hands at a concrete water pump. The other two women are in the background, looking towards the camera. The scene is outdoors with green foliage in the background.

FIGHTING INEQUALITY TO BEAT POVERTY

ANNUAL REPORT
2018-19



OXFAM

FIGHTING INEQUALITY TO BEAT POVERTY

The world has witnessed a gradual yet marked progress on reducing [extreme poverty](#) over the past decades. Today, more people are equipped to cope with disasters. More girls are receiving education. More families have access to clean drinking water.

But progress simply is not enough for the [nearly 15,000 children under five dying every day of poverty](#), [almost 25 people being displaced every minute](#), and countless women still facing daily discrimination and violence.

No one should be made to live through the misery and indignity of poverty. But the concentration of wealth and power in the hands of a few stand in the way of achieving a more equitable growth. [In 2018, the world's 26 richest people owned as much wealth as the poorest 3.8 billion.](#)

Extreme inequality is not inevitable; it is the result of deliberate political and economic choices and hurts the poorest the most, particularly women and girls.

Mobilizing the power of people, Oxfam works to make sure that the marginalized and the vulnerable have equal access to resources and able to exercise their right to fight inequality and thrive. From advocating women's rights to supporting communities in post-disaster relief and rehabilitation, from providing seeds and training people to grow their own food, and from demanding action on the climate crisis to an inclusive economy, we are fighting inequality at every level to beat poverty while continuing to listen, learn and improve.

HIGHLIGHTS 2018-19

We worked directly with

19.5 MN

people in our programs;
52% of whom are women
and girls

Young activists from international organizations, NGOs and movements joined hands with Oxfam colleagues from

11 COUNTRIES

to develop our Enough campaign's strategic direction to end violence against women and girls in Africa.

Since the launch of our Behind the Price campaign, more than

230,000

people in 100 countries took
action to end human suffering
in food supply chains.

Through our #ShePays campaign, we investigated tax avoidance by pharmaceutical companies and exposed how over

US\$10 MN

revenue was lost by the
Peruvian government, due to
tax exemptions on cancer
medicines.

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FOREWORD



I find my gaze inescapably turning to that great green writing on the wall, a mission you can find in every Oxfam office around the world. That we exist “to end the injustice of poverty”.

How improbable, we’re told. We live on a planet that scientists tell us has a decade to avert climate catastrophe. Our economy is fixed to spiral wealth to a tiny powerful few at the top, more out-of-reach from the rest of us with each passing day. Conflicts, protracting. Refugee figures, still rising. Be it the big oil plunderers and data barons, profiteers who are privatizing public services or polarizing demagogues, we’re told the forces against us are too strong. That this is the world as it is and will be.

We see things differently. This Annual Report is a defense of hope. It is a snapshot of the steely work underway in over 90 countries, to take on battles inch by inch – and win – in the fight against poverty. It is a recognition that change is possible.

I’m made optimistic by people rising up around the world to fight extreme inequality. This is how we can beat poverty: by building a far more equal, dignified, more human economy. I’m proud of Oxfam putting itself at the heart of this struggle. The economic status quo is resisting the global effort to end poverty; we have an economic model in which the richest extract from the planet as we all face climate crisis; one profoundly sexist in its exploitation of the unpaid and paid work that women do.

But resistance is rising.

Consider how people in over 40 countries came together in the Week of Action Against Inequality in January that Oxfam was a part of with the Fight Inequality Alliance and FEMNET. We held festivals from Vietnam to Mexico and brought together workers and young people from Cambodia to Pakistan. We drew global attention to the equalizing power of universal health and education and fair taxes. Our data showing that 26 billionaires own as much as half of humanity reached hundreds of millions.

New leadership is emerging. Our Commitment to Reducing Inequality Index, ranking 157 nations, showed how nations like South Korea are writing a new economic story. We brought together Finance Ministers who are redesigning their economies to be more equal. We made a new push on Fiscal Justice for Women and Girls.

I’m excited by our work to reform the global food system – successfully holding supermarkets to account for their practices in global supply chains – as we amplify the voices of the women who produce our food. I’m energized most when we – as activists, citizens, government, the private sector – come together as collective “people power” to push for change.

Consider how through art, music and poetry our global “Enough” campaign is inspiring people in over thirty countries to challenge the deep-seated sexist beliefs and norms that oppress women and girls. Be it in Bolivia where we’re on the streets and online, or in Morocco where our street theatre sparked debate about

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sexual harassment, we’re working with women’s rights and youth movements to end violence against women and girls.

The work we do with others to push for gender equality is more far-reaching than ever: fighting for girls’ education in Pakistan, convening spaces for feminist activists, or taking on the sexist economy.

Little tests us our common resolve more than the number of protracted crises raging around us. In Yemen, a country where people have been systematically starved, Oxfam supported a lifeline to over a million people. With others we lobbied nations to halt their role in the suffering of people and disrespect of humanitarian law. We saw Denmark, Netherlands and Germany suspend their arms sales. In over 30 countries, from South Sudan to Iraq to Venezuela, we spoke out to protect people, amplify their voice and deliver life-saving aid, helping over 10 million people. In Bangladesh, we built a human-waste management plant for Rohingya refugees, the first and largest of its kind.

This report also shows how our humanitarian work is led more by local and national partners – and dealing with the root causes as well as the consequences of crisis.

Change, change, change: that is what we see across the over 90 countries Oxfam works in, with our 15,000+ partners, within global social justice movements – a force far bigger than any one of us.

It is change that we provoke assertively, and embrace. And not just in the streets or in halls of power. Oxfam continues to change the way we work, too, so our power sits more within the South and is globally-balanced; that we strengthen our network to influence power and create change at scale more than deliver charitable services. That we truly live the values of equality and solidarity.

Today a most deep-rooted and humble journey of reform accelerates across Oxfam after our own past failure to abide by our own values. We are strengthened by the reports that were published by an Independent Commission on Sexual Misconduct, Accountability and Culture that we appointed with full powers

to examine us, and the UK Charity Commission. We welcomed their reports and are implementing their recommendations, accelerating with conviction the journey of change we are on.

Our priority isn’t only to write new rules but rather to tackle the root causes of all forms of abuse and exploitation. We are fostering a culture that repudiates abuse and affirms safety and dignity. We have invested €3.1m in new safeguarding staff and systems, put staff focal points into every country we work in, and strengthened our hotlines for people to report problems. We have new Oxfam-wide policies for preventing sexual misconduct. We’ve acted against staff on safeguarding issues. I reaffirm our commitment to reforming Oxfam so that we become a true place of safety and dignity for all. I ask and value that you hold us accountable. I promise that we will keep listening to you.

I am humbled to lead Oxfam International – on an interim basis – and to be part of this movement with you. I take this opportunity to thank Winnie Byanyima, who led us since 2013. Under her leadership, we witnessed many visionary changes, and together we grew our impact on the world.

And I am honored to be the one that gets to thank you our volunteers, supporters, partners, staff and donors. Thank you beyond all for your unfailing commitment, for every moment of solidarity, for every act of contribution, towards fighting inequality and ending the injustice of poverty

We continue together.

In solidarity,

CHEMA VERA
EXECUTIVE DIRECTOR, OXFAM INTERNATIONAL

SAFEGUARDING AT OXFAM

“Changing culture takes time and humility, and I applaud our staff who are driving this transformation. Day by day, even as we get that little bit stronger, and we learn new, difficult lessons. Day by day, we are more open and eager to keep improving.”

– CHEMA VERA

Executive Director, Oxfam International



■ Oxfam emergency response team training Rohingya volunteers about good health and hygiene practices, in Bangladesh.

We made critical mistakes in Haiti in 2011, failing to properly prevent and investigate sexual misconduct by our staff. We deeply regret these failures in care and proper processes, and have been committed to achieving zero tolerance for inaction over sexual harassment and sexual exploitation, and abuse in its system. We will do everything in our power to prevent it from happening and to address it rigorously when it occurs.

On [February 16, 2018](#), we agreed on a [10-Point Action Plan](#) to transform our organizational cultures. On March 16, 2018, Oxfam announced that an [Independent Commission \(IC\)](#) would conduct a confederation-wide review of our culture, accountability and safeguarding policies, procedures, and practices. In the months that followed, IC representatives visited ten countries, a range of affiliates and Oxfam International headquarters to understand the perspectives of staff, partners and communities; established a Survivor Reference Group; agreed on protocols for speaking to survivors, whistleblowers, staff or concerned people; met with several sector stakeholders; and set up direct channels to contact them.

The IC published its [interim report](#) on January 16, 2019. This is being used to address organizational weaknesses and guide a holistic improvement program to build a culture of safety and equality. Oxfam's Management Response to the same can be found [here](#).

On June 12, 2019, the IC published its [final report](#). The report points to significant gaps in our safeguarding and culture, along with progress already made. We [welcomed the report and accepted its recommendations in full](#).

Following the interim and final IC report, we arranged a series of webinars internally to share and discuss the findings with Oxfam staff globally and carefully integrated the IC's recommendations in our plans to improve safeguarding and culture at Oxfam.

KEY PROGRESS MADE

NEW SAFEGUARDING STRATEGY

to strengthen policies and procedures and achieve cultural change was approved by Oxfam's Executive Board. New policies on child safeguarding, protection, sexual diversity and ethical content gathering were introduced across the confederation in February 2019.

NEW STANDARD OPERATING PROCEDURES

to improve the timeliness and consistency of reporting experiences – whether personal or witnessed, and including cases not previously reported or inadequately dealt with – were approved in June 2018.

STRONGER RECRUITMENT PROCESSES

by which Oxfam advertises, assesses references and vets current and incoming staff were introduced in mid-2018, along with systems for sharing information and collaborating with other agencies in our sector.

INCREASED SAFEGUARDING EXPERTISE

at affiliate and regional levels, and recruited an Oxfam International Associate Director for Safeguarding and Safeguarding Learning and Development Lead to complement safeguarding focal points in all program countries.

GLOBAL SAFEGUARDING SHARED SERVICE AND CASE MANAGEMENT SYSTEM

commenced across the confederation. This new function incorporated a single rigorous governance and oversight function to ensure that all cases of sexual harassment, exploitation and abuse are handled in the same way.

COMPREHENSIVE 'PARTNER ASSESSMENT' TOOL

launched in June 2019. It is designed to ensure that mutually agreed safeguarding and other standards are outlined by both parties in advance of a partnership agreement.

CONTINUED INVESTMENT IN SAFEGUARDING TRAINING

with the Core Humanitarian Standards Alliance (which sets standards of quality, accountability and people management in development and humanitarian sectors).

LEARNING AND MANAGEMENT SYSTEM

enabled greater global analysis of the completion of mandatory online courses in Protection in Sexual Exploitation and Abuse (PSEA) and child protection.

TRANSFORMING OUR CULTURE

In October 2018, we started publicly disclosing global consolidated anonymized data on safeguarding incidences, every six months. These reports can be found [here](#).

In December 2018, we designed and ran an internal Culture Survey, completed by more than 3,000 colleagues around the world. The results sparked honest and informed conversations to drive deeper improvements. We are organizing workshops, staff meetings and so on, centered around self-reflection, discussion, relationship building, mutual accountability and other actions to change our culture.

While building on all this work, Oxfam is looking forward to continuing efforts to strengthen safeguarding initiatives over the next year.



■ Part of our WeCare initiative with Unilever and Surf, Ulita and her husband Muchineripi share laundry chores outside their home in Zimbabwe.

Oxfam raised the amount that it spends on gender justice programming worldwide, from 5.3% of its budget to 15%, or more than €54 million, in 2019-20.

ABOUT OXFAM

WHO WE ARE

We are volunteers, marathon runners, coffee farmers, shop keepers, street fundraisers, women's rights activists, goat herders, policy experts, campaigners, water engineers and more. We are part of a global movement of people who are fighting inequality to beat poverty.

WHAT WE DO

We combine the experiences and power of the communities who are fighting poverty and inequality every day, with the strength of supporters, partners and allies. Together, we mobilize the power of people to make a difference.

We know from experience that when people come together, we can create amazing change. This is why our work and organization are rooted in the communities who are most affected, so that they are leading the change they most urgently need. Right from the start of our 75-year history until the present day, we have mobilized the power of people to stand against injustice, fight inequality and work with people pull themselves out of poverty.

We work with people to fight poverty and inequality on three fronts:

ACTING FAST TO SAVE LIVES IN EMERGENCIES

We are the world's leading experts in providing clean water in emergency situations. 365 days a year, round the clock, we are ready to deliver, build and maintain life-saving drinking water supplies and toilets for thousands of people in the places no one else can reach.

WORKING WITH PEOPLE FIND SUSTAINABLE SOLUTIONS TO BUILD A DIGNIFIED LIFE FREE FROM POVERTY

Solar-powered water pumps. Local radio shows on new farming techniques. Supporting women and girls to learn, earn and lead. From the practical to the culture-changing, we are working with people to find new ways to build fair, independent lives for themselves.

DOING ALL WE CAN TO INFLUENCE THE DECISIONS OF THOSE IN POWER

We stand up and speak out against the root causes of poverty – challenging traditions that hold women back, demanding fairness where there's inequality and defending the rights of the marginalized and the vulnerable. From grassroots projects to global campaigning, we push decision-makers to break down the barriers that keep people poor and marginalized, so that every person on the planet can live an equal life free from poverty.



OUR VISION

A just world without poverty: a world in which people are valued and treated equally, enjoy their rights as full citizens and can influence decisions affecting their lives.



OUR PURPOSE

To help create lasting solutions to the injustice of poverty. We are part of a global movement for change, empowering people to create a future that is secure, just, and free from poverty.



OUR VALUES

What guide us in achieving our goals. We lead by example, demonstrating the same values that we wish to see in the partners and the communities we work with, which include:



Empowerment

Everyone, from our staff and supporters to people living in poverty, should feel they can make change happen.



Accountability

We take full responsibility for our actions and commit ourselves to the highest standards of integrity. We will also hold others – individuals as well as companies and governments – fully accountable for their actions



Inclusiveness

We seek out partnership and embrace inclusive decision-making. We believe everyone has a contribution to make, regardless of visible and invisible differences.

STRATEGY

Oxfam's [Strategic Plan – The Power of People](#) is the shared agenda for the confederation, from within which countries and other program teams choose the approaches and themes of work that enable them to achieve the most impact in their specific contexts.

The Strategic Plan lists out the priorities – articulated through six change goals – for Oxfam over the period of 2013 to 2019, guiding us on how to use resources, campaigns, programs and fundraising to fulfill our overarching purpose.

The Plan also serves as a vehicle for delivering on three aspects:

BECOME A WELL-BALANCED, WORLDWIDE NETWORK

that better reflects our global nature.

STRENGTHEN OUR ABILITY TO INFLUENCE

bringing more partners from the North and the South together, to be part of a wider movement for change and equality.

STREAMLINE OUR WAYS OF WORKING

through an integrated execution of country and regional strategies.

Our current strategy takes us to 2020 and we aim to have our new Strategic Plan finalized by March 31, 2020.



■ Women carrying Oxfam water drums, in the refugee settlement on the outskirts of Maiduguri, Nigeria.

WHY IS INFLUENCING SO IMPORTANT

As the scale and size of the global humanitarian crisis widens, we continue to implement targeted emergency response programs. This said, our steadfast focus is on building the skills and resources of non-governmental and governmental organizations, expanding their capacity to more effectively prevent and respond to disasters.

All of Oxfam's work is based on people working together and building communities of progress; along with pressure, influencing, informal leadership and political action.

Our advocacy and campaigns intend to influence civil societies and affect long-term and sustainable results. We are expanding our universe of strategies, including convening alliances with unusual partners to tackle inequality.

This year, for the second time we collected data on influencing, where we made improvements based on the feedback from the first round. In the reporting period, Oxfam engaged with 15,150 partners, allies, networks and coalitions to work toward change through influencing. (Media have not been included in this number because they can be targets for influencing, as well as be our partners.)

Going forward, we will invest systematically in work that challenges regressive social norms, biases and political systems. We are looking at how and under what circumstances our coalitions, alliances, networks and movements are effective. We hope this will also decentralize our work in influencing.

29%

of all Oxfam projects had components of influencing as part of their plans and activities; 26% of this 29% were involved with [Even It Up](#), 13% with [Enough](#) and 10% with [GROW](#)

25%

of all Oxfam projects were focused on lobbying, 19% building capacity for influencing, 20% contributed by profiling knowledge and another 7% worked on influencing through arts

REACH AND SCALE IN 2018-19

We worked directly with

19.5 MN

people in our programs
worldwide; 52% of whom
are women and girls

We mobilized

3.1 MN

people to take action on
behalf of others

We influenced

3.75 MN

people and 15,150
organizations

3,624

Unique
partners

LAC

(LATIN AMERICA AND CARIBBEAN)

450,000
58%
813

WAF

(WEST AFRICA)

1.6 MN
53%
268

OTHER

1.4 MN
50%
853

MENA

(MIDDLE EAST AND NORTH AFRICA)

6.5 MN
52%
285

ASIA

2.7 MN
50%
1,087

HECA

(HORN, EAST AND CENTRAL AFRICA)

4.8 MN
51%
217

PACIFIC

600,000
54%
117

SAF

(SOUTH AFRICA)

1.4 MN
58%
223

KEY

- People we worked with
- Women and girls (%)
- Partners
- Oxfam affiliates (19)
- Countries we work in (67)
- Oxfam International offices (8)

RIGHT TO BE HEARD

1.3 MN people worked with
1450 partner organizations
329 projects

GENDER JUSTICE

750,000 people worked with
576 partner organizations
218 projects

SAVING LIVES

12.4 MN people worked with
592 partner organizations
378 projects

SUSTAINABLE FOOD

1.8 MN people worked with
726 partner organizations
290 projects

NATURAL RESOURCES

200,000 people worked with
265 partner organizations
112 projects

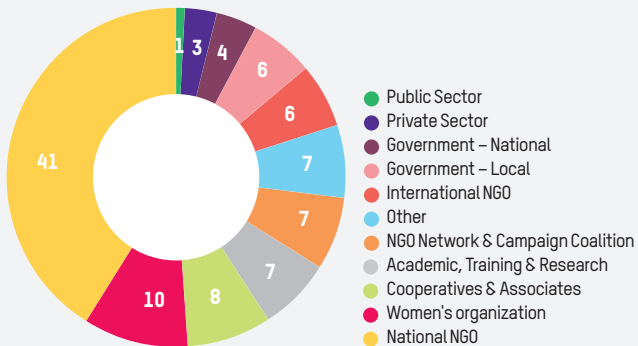
FINANCING FOR DEVELOPMENT

2.9 MN people worked with
571 partner organizations
261 projects

DISCLAIMER:

Map not to scale. This product has been created with the highest degree of accuracy possible. However, Oxfam International, nor any of its affiliates, contractors or suppliers can be held responsible for any damages due to errors or omissions in this product. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by Oxfam.
* September 2019. Figures are rounded, based on reports by countries. "Other" includes home countries and "Global Level Allocation".

UNIQUE PARTNERS (%)



KEY OUTCOME AREAS

RESILIENCE

1,080 partner organizations

586 projects

53% women and girls

VAWG/GBV

646 partner organizations

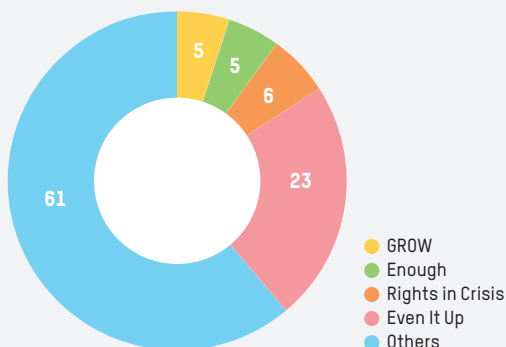
300 projects

57% women and girls

VAWG: Voice Against Women and Girls
GBV: Gender Based Violence

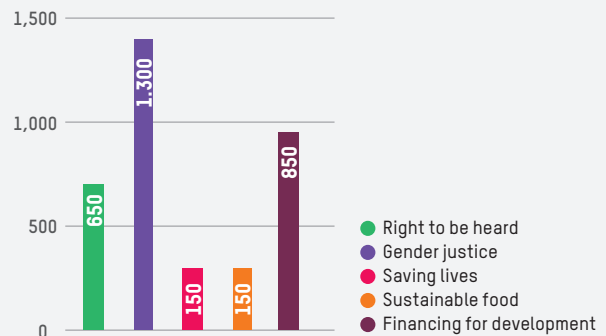
PEOPLE MOBILIZED TO TAKE ACTION

CAMPAIGN-WISE (%)



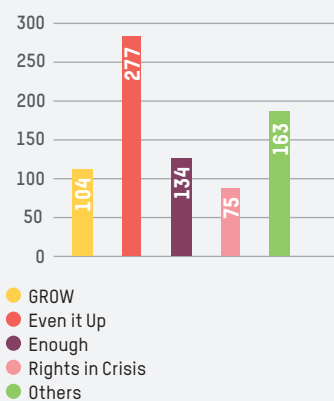
GOAL-WISE

(hundred thousand)



INFLUENCING

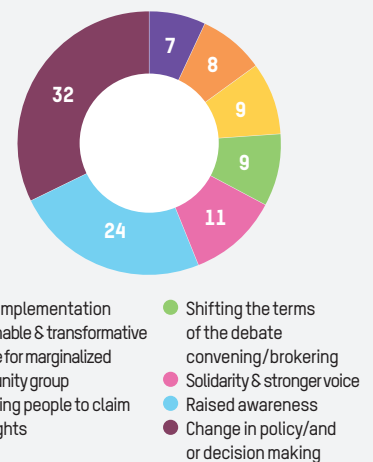
NUMBER OF PROJECTS



ACTIVITIES (%)



IMPACT (%)



ABOUT OXFAM INTERNATIONAL

Oxfam International, formed in 1995, is a global collaboration of interdependent organizations that firmly believe we can achieve greater impact by working together to eliminate poverty and injustice.

Oxfam International shifted its headquarters from Oxford, the UK, to Nairobi, Kenya, to be more 'globally balanced' with stronger roots and deeper representation in the South. It is registered as a foundation (Stitching Oxfam International) in the Hague, Netherlands, and as a foreign company limited by guarantee in the UK.

Oxfam affiliates work across cultural and linguistic differences to join forces and work towards common objectives, build on synergies and maximize impact. We are united by our shared beliefs, a global brand identity and the wider movement for change and empowerment. As on 31 March, 2019, there were 19 affiliates within the Oxfam International federation.

They are based in:

[Australia](#), [Belgium](#), [Brazil](#), [Canada](#), [Denmark](#), [France](#), [Germany](#), [Great Britain](#), [Hong Kong](#), [Ireland](#), [India](#), [Italy](#), [Mexico](#), [The Netherlands](#), [New Zealand](#), [Quebec](#), [South Africa](#), [Spain](#) and [the US](#).



■ Oxfam and its partner Srer Khmer are working with women in Cambodia, to diversify their income generating activities and reduce risk to crisis.

In addition, Oxfam is supported by three public engagement offices – in [South Korea](#), [Sweden](#) and [Argentina](#) – whose main objective is to raise funds and engage people in our work. We welcome observer members into our influencing network and get to know each other, before proceeding to full membership. We have two observer members: [KEDV](#) (Kadın Emeğini Değerlendirme Vakfı), the Foundation for the Support of Women's Work (FSWW) in Turkey and another based in Colombia.

GOVERNANCE FRAMEWORK

Oxfam International has a two-tier governance structure.



THE EXECUTIVE BOARD

consists of individual Executive Directors of each affiliate and is responsible for managing the foundation and conceiving, executing and updating Oxfam's Strategic Plan. The Executive Board also organizes jointly agreed common activities of the affiliates, manages risks to the Foundation and ensures adherence to the Code of Conduct and Rules of Procedure.

THE BOARD OF SUPERVISORS

(apart from the Chair and Treasurer, if independent) consists of affiliate Chairs and is responsible for supervising and approving the work of the Executive Board and the Oxfam International Secretariat. It also approves and incorporates the Foundation's annual financial accounts, Strategic Plan, Code of Conduct and Rules of Procedure.

OXFAM INTERNATIONAL SECRETARIAT

The [Oxfam International Secretariat \(OIS\)](#) leads and manages the strategic direction and priorities of the confederation.



■ Oxfam has been present in the Middle East and North Africa for decades, working closely with national civil society organizations to secure women's rights. We established an office in Tunisia, in early 2012, to better support the movement.

The OIS facilitates and supports collaboration between the affiliates to increase Oxfam's impact on poverty and injustice, through advocacy and campaigns, development programs and emergency response. It also provides line management for regional teams and country program operations.

As of 31 March 2019, OIS employed 245 staff members (164 women and 81 men): 144 were based in its offices in Addis Ababa, Brussels, Geneva, Moscow, Nairobi, New York, Oxford and Washington DC; 66 were hosted by various Oxfam affiliates globally; 21 operated within a regional platform; and six were hosted by Oxfam International.

Oxfam's four advocacy offices are located in close proximity to global decision-makers and influencing opportunities, each with a specific purpose.

ADDIS ABABA

To influence change in the African Union, in three focus areas, i.e., Active Citizenship, Peace and Security, and Extractive Industries.

BRUSSELS

To ensure that EU policies affecting poor countries have a far-reaching and positive impact on the lives of those most in need, with an advocacy focus on food security, climate crisis, development policy and finance, and the provision of humanitarian assistance to victims of conflict and natural disasters.

NEW YORK

To campaign and put pressure on members states of the UN to stand by their commitments to provide humanitarian aid to countries affected by conflict and disaster, urging them to respect the rights of people and the affected communities and work together to find enduring and peaceful solutions to ongoing humanitarian crises.

WASHINGTON DC

To influence international financial institutions to provide more and better-quality financing to ensure universal access to quality, free public services (particularly health and education); to fight effectively against the climate crisis; to promote progressive fiscal policy including fairer tax systems; and to ensure better investment in agriculture.

RIGHT TO BE HEARD

More women, young people and others who are poor and marginalized will exercise their civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses accountable to respect their rights.

Millions of people live in countries with serious to extreme restrictions on fundamental civic freedoms, stifling their ability to pursue their individual economic, political and social choices. Globally, power holders are going to great lengths to systematically repress all forms of dissent and activism, even peaceful association, assembly and expression. Citizens who raise their voice against corruption and political dysfunction, organizations that save lives and provide basic services to people in need, communities that defend their sustainable livelihoods and demand a fair share of natural resources, and activists who fight for gender justice and LGBTQI+ rights – civil society continues to be vulnerable to persecution, attacks and threats from those who seek to maintain the status quo and protect their vested interests.

Oxfam, together with its partners and allies, works to ensure people can speak freely, organize and take action against poverty and inequality.

We continue to report this work under three cross-cutting themes: collective action, active citizenship and youth-led partnerships.

1.3 MN **1,450**

people directly
worked with

partners
involved

329

projects worldwide

■ Image: A community meeting in Ghana, where farming families exchange impactful ideas that make the most of minimal resources. Partners in Rural Empowerment and Development (PARED), with Oxfam, runs a number of grassroots programs in northern parts of the country.



COLLECTIVE ACTION

Civic space is vital to safeguard people's right to influence and shape decisions that affect their lives; yet civic space continues to shrink and shift in many parts of the world. It is even more urgent, therefore, that Oxfam and allies join together to address the structures, processes and legal instruments, which make it possible for people to associate, organize and act against injustices.

BUILDING ON GLOBAL ALLIANCES

We are in the second year of implementing Oxfam's Global Influencing Strategy on Civic Space. In this strategy, we analyze key changes – in terms of attitudes, strong actors and alliances, and political, legal and accountability norms – which we believe are necessary to reclaim and expand civic space. How we pursue this will depend on the many different contexts in which we operate: protecting and standing by our partners when the space for them to organize and assert their rights closes; building new and inclusive narratives on civic space and activism; supporting southern civic space champions as well as advocacy by international actors; engaging with the private sector; and so on.

Oxfam has activated and collaborated with its network of advocates, both nationally in more than 10 countries and globally across regions. This includes documenting and alerting about systematic attacks against journalists; calling on human rights defenders; working with partners to demand change in national legislations that threaten freedoms of assembly, of information and of association, in over five countries.



■ Oxfam and the UN World Food Programme have launched the R4 Rural Resilience Initiative to give farmers and rural families a new way to manage some of the risks they face from increasingly erratic weather.

We continue to be part of the [VUKA Coalition for Civic Action](#), a global alliance that seeks to increase civil society's resilience to attacks, by building solidarity and incubating new forms of resistance, in three pilot countries (Philippines, Mexico and India). This year, we developed a Common Approach to Protection to stand with our partners more effectively.

IMBIBING NEW AND INCLUSIVE NARRATIVES

Civic actors are accused of being anti-development, or against cultural norms when seeking to protect a citizen's right to information and assembly – in an attempt to delegitimize any genuine civil society voice.

Oxfam, this past year, has been talking to youth activists, feminist organizations, research groups, think-tanks, influencers and creatives, to better understand how we might usefully contribute to the existing work of others in this area.

For an in-depth analysis of shrinking civic space, read the Briefing Note [‘Space to be Heard: Mobilizing the power of people to reshape civic space’](#).



■ Oxfam is helping youth activism organization, [Global Platform El Salvador](#), to establish a digital campaign that will organize activists working on economic inequality in El Salvador.

ACTIVE CITIZENSHIP

Across our programs and campaigns, we see that meaningful, high-impact and sustainable change happens where discriminated groups and the larger public we try to connect with, are themselves the agents of change.



■ Malian grantees, including AMPA, showcasing their work during the annual advisory board meeting.

People's choice to be 'active citizens' depends on the civic, social and political context in which they find themselves; their confidence in themselves and the system; their needs and values; their personal circumstances; their emotions and fears; and the specific public policies that have a direct connection with their daily lives.

Oxfam's role is to support, facilitate, and bridge contexts. We have made special efforts to ensure the participation of marginalized groups in our grant making, ensuring representation of people living with a disability, and indigenous, ethnic and sexual minorities in our work.

LINKING 'EMPOWERMENT', 'ACTIVE CITIZENSHIP' AND 'INFLUENCING' (MALI)

People with albinism in Mali often face severe discrimination. Due to certain myths about the power of body parts of people with albinism, Ramata Diarra, an afflicted five-year-old child, was murdered in May 2018, shortly before the Presidential elections in Mali. Association Malienne pour la Protection des Albinos (AMPA) used their first empowerment grant from [Voice](#), to strengthen their organizational and influencing capacities. AMPA mobilized all local grantees to demand justice from the Minister of Human Rights whom they were able to meet in person.

This, along with creative efforts to raise awareness of the issue of albinism in Mali, has had an empowering impact on the members of AMPA, especially its leader Aminata Traore.

Together with Voice, Aminata captured the experiences of her community through a case study on AMPA for the OECD's flagship Development Co-operation Report 2018, titled '[Leave No One Behind](#)', published in December.

YOUTH-LED PARTNERSHIPS

Some groups in society have the privilege to have more safe spaces to speak up and be heard than others. Ensuring these spaces do not inadvertently reinforce power dynamics includes working with marginalized populations – including women and young people, who are often the most left out – to serve as their allies, when they act to influence decisions in their own way and with their own voices.

We are using lessons learnt to listen to young people's needs and aspirations, support their leadership and invest in their civic engagement and growth.



■ Marina and mentor Mathieu on set, for the Tabir project, in Jordan.

PROMOTING SELF-EXPRESSION AND CREATIVITY IN YOUTH

Oxfam and IDare's '[Tabir](#)' worked with 33 young women and men to shoot, edit, and produce their own films in Kufranjah, Jordan. The aim of 'Tabir' was not only to help increase participants' technical skills, but helping young women and men in Jordan to give them a medium to voice their opinions on issues around social justice.

[FRIDA | The Young Feminist Fund](#), [Global Fund for Women](#), Oxfam and [The Young Foundation](#) have joined together to adapt a social innovation model – [Roots Lab](#) – to advance young women and trans youth's rights, leadership and collective action.

Activist labs in Peru are bringing together different generations of academics and investigative journalists to develop a new way of engaging the general public on issues of political and cultural relevance.

[National Activism Labs](#), designed by young people, for young people, and held in March 2019, were built on the success of the 2018 National Labs.

For four days in Lima, 100 young activists from 50 different organizations and collectives, covering 22 regions of Peru, shared their own experiences and explored future strategies to contribute to social change in their own communities as well as building networks around national issues.

ADVANCING YOUNG PEOPLE'S PARTICIPATION IN POLITICS (BURKINA FASO)

Oxfam and its partner, [Balai Citoyen](#), continue to fight for raising the voice of young people in the governance processes of Burkina Faso. The [Youth and Parliamentary Alliance](#) project aims to empower young citizens, promote gender equality and establish mechanisms for direct interaction between young people and Members of Parliament. It focuses on three specific requests:

- Youth quota of 30% on the lists of candidates
- Hiring of young parliamentary assistants to reinforce the youth perspective within the National Assembly (NA)
- Countrywide extension of the radio coverage of the NA

The role of Oxfam and Balai Citoyen is to provide a frank and constructive framework for dialogue, both online and offline. It is essential that this kind of initiative ensures young leaders remain non-partisan.

The project strengthened the leadership skills of 200+ young women and men, who, in turn, engaged 1,000 other young people in schools and other civic spaces. These youth leaders gained many opportunities to influence deputies through training, radio broadcasts, advocacy, plenaries and so on. Together, they mobilized 2,700 more young people through social media, and set up 11 alliances with youth-led organizations.

Such interactions contributed to institutional changes, like the announcement of a new Citizen Office and a Youth Employment Commission, among others. It is the sum of many specific initiatives that make the difference in information and behaviors that fosters youth active citizenship.

GENDER JUSTICE

More poor and marginalized women will claim and advance their rights through engagement with other women and their organizations, demonstrating transformative leadership skills; and violence against women will be significantly less socially acceptable and prevalent.

The root causes of poverty and inequality are highly complex and interconnected. Every day, everywhere, all over the world, people who are marginalized struggle with multiple forms of discrimination, many of which are based on gender.

Gender justice, as a purpose, cuts across all of Oxfam's programs and campaigns and is relevant to all our Change Goals. We seek to challenge patriarchy that justifies and perpetuates injustices against women and girls. We work to amplify their voices, to listen, learn from and be led by women, and to ensure women and girls live free from violence and discrimination.

Our worldwide [Enough](#) campaign to change social norms and end violence against women and girls is now active in over 30 countries across Africa, Latin America and the Caribbean, Asia and the Pacific. We work with feminist, women's rights and youth organizations to co-create tailor-made national campaigns that challenge and change harmful attitudes that uphold abuse. With art, music, poetry and creative social experiments, the campaign engages people of all genders, ages and backgrounds with positive messages on gender equality and non-violence. This year, we focused on three core themes: solidarity, youth participation and healthy romances.

750K

people directly
worked with

576

partners
involved

218

projects worldwide

■ Image: Our campaign in Columbia, *Parece Normal Pero es Violencia* (It seems normal but it is violence) to end violence against women and girls.



SOLIDARITY

Oxfam continues to collaborate, co-create, support and actively learn from feminist movements. With Enough, we have successfully co-created 'brave spaces' for feminist activists to come together, share learnings and strategies, map out challenges and obstacles, and build solidarity beyond existing partners.



■ Young people active in Oxfam's campaign in the Dominican Republic to challenge the hegemonic masculine culture.

Young activists from international organizations, NGOs and movements, including [FEMNET](#), [Raising Voices](#), [COVAW](#) and [Equality Now](#), joined hands with Oxfam colleagues from 11 countries to develop the campaign's strategic direction in Africa.

This included challenging negative social norms through digital platforms, supporting women-led collectives as well as women's rights movements, and building solidarity among the African countries implementing the Enough campaign.

In Asia, Enough brought together feminist activists and campaigners from 15 countries across the continent to share strategies, discuss contextual challenges and address critical gaps in campaigns to end violence against women and girls.

At [Transforming the 'Normal' in Asia: A Convening](#), we discussed a diverse array of issues from rights of indigenous women, trans-women and women with disabilities to making the internet safer and more accessible to women.



■ Young artists in Pakistan envisioned a world where women and girls live free from the fear of harassment and violence, in our #FreeFromFear campaign. This is the winning illustration by Eshal Javed Mali in the digital illustration competition.

YOUTH PARTICIPATION



DOMINICAN REPUBLIC

We collaborated with schools and social media influencers, to mobilize young activists to join the campaign.

We encouraged spontaneity and initiative among the youth, while challenging the hegemonic masculine 'macho' culture. Our campaign's slogan '[Resetéate, cambia el chip](#)' ([Reset yourself, change your mind frame](#)) draws on a popular expression, making it easier to remember and repeat. We have reached over 2,000 youth since the launch in late 2018.



CUBA

'[Evoluciona](#)' (Evolve) campaign is the first in the country that focuses on young men as its principal target. Evolucion promotes a communicative and educational environment that encourages young people in Cuba to see violence towards women and girls as a collective problem.

We use humor and satire to share the message 'Stop harassing, you're worse than a caveman'. This attracted the attention of the Cuban media and artists, especially on social media, inspiring different approaches to campaigning. Notably, the young activists designed and filmed a social experiment, by staging paradoxical situations of men being harassed by women. The resulting [video](#) went viral on Facebook, sparking discussions and raising awareness about sexual harassment.



PAKISTAN

We engaged young student artists through a digital illustration competition, which saw 100 submissions depicting a world where Pakistani women and girls live [#FreeFromFear](#) of public harassment and violence. The diverse, bold and beautiful pieces from girls on skateboards to women reclaiming civic space, helped raise awareness about how the fear of harassment and violence limits women's mobility and prevents them from accessing social, economic and political opportunities. The [top entries](#) were exhibited at Islamabad and are part of a traveling exhibition.

NARRATING STORIES OF CHANGE (INDIA)

Oxfam India's [Bano Nayi Soch](#) campaign (Be the new norm) uses the power of [storytelling](#) to reach out to everyday people, youth in particular, to change social practices that discriminate against women and lead to violence.

[GURBARI SIDAR](#)

A 17-year-old girl from Shankatpalli village in Chhattisgarh, was set to be married off early, like the other girls in her community. To her father and brother, who were pushing for the marriage, she was 'parayadhaan' (someone else's property). But Gurbari joined the girls' group led by Nivedita Foundation, a partner of Oxfam India in Chhattisgarh, where she learnt about gender issues and the negative aspects of early marriage. She brought her mother to the meetings and together, they managed to change the rest of the family's perspective. Today, Gurbari is empowered to make decisions about her life and future. She is pursuing her higher studies, while spending her free time on hobbies like tailoring and teaching dance to children.

[SANTOSH KUMAR](#)

A 22-year-old man, used to believe household chores were the responsibility of women and not something that was expected of men. Joining the Kothigaon youth group, run by Lok Astha Sewa Sansthan, another Oxfam India partner, helped Santosh do away with his patriarchal views. He admits to being mocked and ridiculed, but he eventually won over eight of his friends, convincing them to join the group and begin their own journey of un-gendering domestic work.

HEALTHY ROMANCES

Around the world, 30% of women experience intimate partner violence. Our ground-breaking research [report](#) found that young people – across eight countries in Latin America and the Caribbean – think violence against women is ‘normal’ and believe control in relationships is the way to express love. During the year under review, we worked on a broad range of creative projects to showcase how love must be respectful and healthy.

In Liberia, Oxfam and its partners are challenging social norms that reinforce sexual violence, especially in romantic relationships, with the [#NoExcuseforAbuse](#) campaign. From engaging young people on concepts of consent and victim blaming, to putting out a [rap song](#) with two popular artists Teddy Ride and Da Vero featuring Saatah Fayiah and Enough campaigners, the campaign has effectively struck a chord with the youth.



Oxfam in Thailand launched the [#DoltTogether](#) campaign, which is aimed at spreading the message of sharing household work by couples, promoting equal and non-violent relationships. The campaign released a series of [videos](#), partnered with a popular online comic artist to produce a comic series, produced humorous radio spots featured on five radio stations and launched a photo competition. While the Facebook page has garnered more than 7,000 followers, the videos have reached over 40,000 people.

CELEBRATING A FEMINIST VALENTINE'S DAY



■ The artwork submitted by Kruttika Susarla from India for the Feminist Valentine's Day campaign.

We collaborated with eight young feminist artists from across the globe to shift the narrative – from chocolates, roses and romance, to empowerment, gender equality, respect and self-love.

From relying on feminist networks to call on artists, to working with the artists to capture progressive social norms around gender equality and non-discrimination to ensuring the pieces had a fresh vibe, we placed a strong emphasis on honoring the creative vision of the artists. The final line-up of artists was geographically diverse and featured talents with very distinct expressions of feminism and social justice issues.

The artworks, along with personal statements from the artists, was released on [Vice Asia](#), a leading youth media platform. We teamed up with social media influencers and provide them with unbranded, original pieces of art that they could share with their followers.

We could connect with a young audience previously outside of Oxfam's reach. The artwork received over 22,000 likes and hundreds of comments on Instagram and was also widely shared on Facebook and Twitter.

SAVING LIVES, NOW AND IN THE FUTURE

Fewer men, women and children will die or suffer illness, insecurity and deprivation by reducing the impact of natural disasters and conflict. Those most at risk will have exercised their right to have clean water, food and sanitation and other fundamental needs met, to be free from violence and coercion, and to take control of their own lives in dignity.

The number of people globally affected by protracted crises is rising every day. Climate-related shocks have become more frequent and severe; conflicts are increasingly protracted, and more countries are experiencing some form of violent conflict. These humanitarian crises are an acute manifestation of the most severe consequences of a failing and unequal system.

Oxfam is supporting partners and allies to strengthen the rights of women who face crisis and conflict, and to protect civilians around the world. This year, we helped more than 12 million people with humanitarian aid, working in over 30 countries like Yemen, Bangladesh, Syria, Iraq, Democratic Republic of Congo and Mozambique. We opened a new program in Venezuela in response to the growing crisis there, complementing it with support to refugees entering in Colombia.

Our work varies considerably according to each situation, from giving one-off practical help and advice to people on the move, to installing semi-permanent infrastructure to cater to the water and sanitation needs of hundreds of thousands of people. In all cases, we look to improve longer term futures for people, challenging the conditions and norms that have caused people to be disproportionately hit by crises.

12.4 MN **592**

people directly
worked with

partners
involved

378

projects worldwide

■ Image: Maria and her family had to evacuate their village due to the earthquake and tsunami that hit Indonesia in September 2018. Oxfam and local partners in the Humanitarian Knowledge Hub are mobilizing staff and provide aid supplies, while helping people with longer term recovery of their livelihoods and building resilience to future disasters.



INNOVATION

Demand for humanitarian support is increasing and NGOs are compelled to become better at what they do. This fuels the drive to find ever-more cost-effective ways of doing things and different ways of partnering with others.



■ The handwashing station installed in a camp in Tanzania. Its innovative design coupled with the Mum's Magic Hands promotional materials is noticeably raising handwashing frequency and standards.

Oxfam has a strong track record of technical innovation and collaborations with academic institutions and the private sector, to research, design and manufacture new equipment.

During 2018, we created a catalog of approved equipment (available for Oxfam staff and other NGOs worldwide to buy from) as an [app](#) for use online and offline. Considerable work has also gone into [using new platform to improve how we interact with communities affected by disasters](#), and two projects this year came to fruition.

YOUR WORD COUNTS

Is a program seeking to augment the quantity, relevance, and speed with which we collect, manage and respond to feedback from the people we are helping.

[Piloted in Yemen, Lebanon, Iraq, Gaza and Syria](#), it has been used to deliver rapid responses in Sulawesi and Mozambique, and is now being backed with strategic investment of funds to scale it globally.

DATAHUB

Is an initiative that allows teams in-country to carry out real time analysis on the data they gather from mobile surveys. Data is collected in SurveyCTO and [exported to PowerBI dashboards to give a full picture of the program activities](#). It was used to great effect in Sulawesi with local partners providing regular updates on activities delivered. At the end of March 2019, it was functional in 11 countries.



■ Oxfam has brought solar-powered lights to parts of the Rohingya refugee camps in Bangladesh, helping people feel safer at night.

ILLUMINATING REFUGEE SETTLEMENTS (UGANDA, NIGERIA, IRAQ & BANGLADESH)

Refugee settlements are places of refuge for people fleeing disaster, but they can be dangerous, particularly for women and girls. Such camps are rarely illuminated and other lifesaving amenities (shelters, water and food supplies) tend to gain precedence over lighting. A growing body of evidence shows just how this lack of lighting endangers and restricts the lives of already vulnerable people.

In 2018, Oxfam joined Loughborough University's Water, Engineering, and Development Centre to investigate the links between lighting in camps and the risks of gender-based violence. Studies were done in Iraq, Nigeria and Uganda, where discussions with different groups of people revealed that women and girls' fear of violence in refugee camps is worryingly high. While such incidents are prevalent, they are under-reported worldwide.

The settlements in Cox's Bazar, Bangladesh, presented a major challenge because of their hilly terrain and congested conditions. The speed with which facilities were being installed threatened their quality. Based on our findings from the previous research, we took on a major project to light the camps. The rapid pace of solar power innovation had undoubtedly made this more achievable in off-grid areas, but with wide variations in quality and longevity. Oxfam's research into models that were wind-resistant, cost-effective to maintain, and long-lived, were well received by coordination agencies in the UN. Areas to illuminate were prioritized in consultation with camp residents, which included bathing/toilet facilities, crossroads (particularly steep paths), market stalls and mosques. Additional portable lights were given to households that helped with daily chores.

Tangible benefits were immediately felt, by way of higher safety and reduced fear levels. This, in turn, helped lower isolation and improved community cohesion.

INSPIRING EFFECTIVE HANDWASHING (NEPAL, JORDAN, UGANDA, NIGERIA & TANZANIA)

Diarrhea is the second leading cause of death in children under five. Washing hands with soap can reduce the risk of diarrheal disease by up to 48%, but in the past, simply telling people why it is important did not drive behavioral change. Moreover, it is harder for people to adhere to good practice without supporting facilities.

Oxfam teamed up with Unilever to study what motivates people and co-develop an interactive handwashing campaign, [Mum's Magic Hands](#), that utilizes field-tested, emotional and health motivators to promote handwashing in communities affected by emergencies. Mum's Magic Hands was piloted in Nepal, Jordan, Uganda, Nigeria and Tanzania, and has been demonstrably more effective at encouraging people to wash their hands.

Providing handwashing facilities was an equally important objective of the campaign. These needed to be easily noticeable, easily refillable with water, and equipped with soap. Research also showed that if a mirror is provided, people spend longer washing their hands. Oxfam has been [working for the last two years on designing a 'handwashing station'](#) that caters to the requirements of many different people in a community – women, men, children, people of all ages, and with different levels of disability.

In 2018, the final prototype was built and tested in Uganda and Tanzania, where, in conjunction with Mum's Magic hands, it proved to be very effective at improving handwashing standards.

ENGAGEMENT

Listening to communities affected by disasters, and working with them to find the best solutions to their recovery, can be easily overlooked in emergency situations. Evidence shows though, that telling people what to do is rarely useful. At best, it raises the likelihood of facilities and services not being used; and at worst, it puts people at risk.

The year saw Oxfam put more intentional effort into increasing the control communities have over their own recovery after crises. This [‘community engagement’ approach](#) involves listening to different groups; discussing their social dynamics, the risks they face, who they trust, the languages they speak and so on; and fostering community-led activities that will have the greatest effect on recovery.



■ Oxfam staff in DRC work jointly with communities to adjust an Ebola public health campaign to answer specific community concerns.

Doing this meaningfully requires time, and community engagement must be resourced from the first phase of any response. Significant work has also gone into learning what else needs to be in place and measuring how far community engagement improves the standards of work done. Trials during the year have yielded exciting results, and Oxfam is poised to make community engagement central to the way it works across all responses.

TRACKING PERCEPTIONS OF EBOLA TO IMPROVE ITS PREVENTION (DEMOCRATIC REPUBLIC OF CONGO)

Research shows that distrust is a huge obstacle to fighting Ebola. When Ebola broke out in North-East Democratic Republic of Congo in August 2018, many communities did not believe it posed a serious risk, compared with the threats of attack by armed groups they faced every day. This was exacerbated by international health workers, who saw the need for speed and medical expertise without observing social and cultural norms. Distrust reached extreme levels with attacks on Ebola treatment centers. People were reluctant to get involved in vaccination campaigns, house decontaminations, or safe burials. Many patients arrived at treatment centers only after they showed symptoms of Ebola – at this phase of the disease, treatment is far less effective, and chances of survival are drastically reduced.

[Using lessons from the outbreak in West Africa](#), Oxfam's efforts focused on building community trust, both directly and by lobbying other agencies and local authorities to do likewise.

We established a Community Perception Tracking mechanism using mobile technology, and the staff systematically collected, analyzed and used qualitative information relating to people's perceptions, beliefs, ideas and rumors about Ebola. The mechanism showed what trends existed in different age and gender groups, enabling staff to share with people the most relevant and practical information, engaging them fully in dialogue on Ebola prevention.

Dialogue included dispelling rumors about Ebola, and putting people in touch with other available support services. More effort was made to use staff who spoke local languages.

Oxfam and partners were praised by high-level officials for the impact of joint NGO advocacy work to shape the Ebola response and make it much more effective at the community level.

Results were hugely positive – groups which had previously blocked access to vaccination or decontamination teams, turned to encouraging even their neighbors to take preventative measures and seek early treatment. People's concerns were shared with other organizations to improve understanding of community perceptions.

The Ministry of Health and international organizations have since set up a mechanism to deal with these concerns, because of Oxfam's advocacy efforts.

MAXIMIZING USABILITY OF SANITATION FACILITIES (BANGLADESH)



■ Oxfam arranges consultations separately with women's groups and men's groups to listen to their different opinions about improvements to the water network. In mixed groups the women will rarely speak out.

The sudden arrival of Rohingya refugees into southern Bangladesh from Myanmar in 2017 necessitated an urgent, swift response. Many organizations struggled to ensure participation and inclusion of the refugees in the work they were doing, and many genuine needs were left unmet – because one of the main barriers to involving communities meaningfully is the time needed to do it consistently.

Since 2017, Oxfam has been running a large program across three camps, host communities and transition centers. Initially with a strong focus on public health, it expanded, during 2018, into food vouchers, solar lighting, gender and protection work, helping over 260,000 people. Considerable effort was put into recruiting and training over 500 refugees to ensure our work could be adapted to local contexts.

With the threat of diphtheria and cholera high, the volunteers spent time exploring fears and mapping the root causes of various public health issues, and mobilized community groups to come up with self-help solutions. In addition, Oxfam worked with an NGO, [Translators Without Borders](#), to develop a glossary of technical terms and simplify them, to overcome language issues that limit interaction.

Talking to users about sanitation facilities, such as showers and toilet blocks, has thrown into relief, the cultural, social and physical factors that influence their habits. It has been instrumental in the development of [Sani Tweaks](#), a series of tools to ensure maximum usability of the facilities we build, by improving our understanding of small changes that can make all the difference to women, girls, or persons with disabilities.

Oxfam undertook a lobby tour of Europe and North America to publicize the [‘One Year On’ report](#) and advocate more widely for the Rohingya refugees. Furthermore, we represented [International Council of Voluntary Agencies \(ICVA\)](#) and [Asia Pacific Refugee Rights Network \(APRRN\)](#) during the first high-level meeting of the UN High Commissioner for Refugees (UNHCR) Solidarity Approach in Bangkok. Oxfam advocated in New York at the UN Security Council, in Geneva to the UN humanitarian agencies, and in Jakarta at [Association of Southeast Asian Nations \(ASEAN\)](#) to find ways of addressing the Rohingya crisis.

EQUITABLE PARTNERSHIPS

A challenge in disaster responses is the belief that technical experts can get things done quickly at scale and arguably save more lives. The Secretary-General of the UN told participants at the World Humanitarian Summit in 2016 to go ‘as local as possible, and as international as necessary’.



■ Oxfam joined a consortium of 16 Indonesian NGOs (called JMK) to respond jointly to the earthquake in Palu. Providing new sources of clean water was a priority in affected communities.

Oxfam has always been deeply committed to working alongside or through local organizations. We are fostering the growth of local and national humanitarian leadership; and are moving away from short-term, fragmented, project-by-project support to organizations, in favor of enabling local leaders shape disaster management programs, advocate for change and shift into roles of greater power and responsibility. In 2018, Oxfam implemented a number of such enabling programs – most prominently in Uganda, Democratic Republic of Congo, Burundi, Tanzania, Lebanon, Iraq and Bangladesh.

The humanitarian system that Oxfam envisions is more collaborative, inclusive and agile than it has been to date – and more accountable to those it aims to support. It promotes healthy ecosystems in which a wide range of stakeholders recognize and complement one another’s strengths rather than compete on a playing field dominated by powerful international actors. While retaining our competence for mounting rapid responses to sudden-onset emergencies that overwhelm domestic capacity, we will exit from our leadership and operational roles in humanitarian interventions as soon as knowledgeable, responsible local and national actors can take them on.

HELPING REBUILD LIVELIHOODS (INDONESIA)

On September 28, 2018, a powerful earthquake caused immense damage in Central Sulawesi, Indonesia. Local citizens, the Indonesian Red Cross, the National Search and Rescue Agency, Indonesian National Armed Forces and local government agencies mobilized immediately to provide urgent assistance to survivors. Without electricity, telecommunications, or access by air, sea, or road, much of Palu and Donggala was cut off from the outside world for several days.

In 2015, Oxfam had helped establish a consortium of civil society organizations with expertise in disaster responses – Jejaring Mitra Kemanusiaan (JMK), a Humanitarian Knowledge Hub comprising 16 national agencies in Indonesia. We worked to strengthen the capacity of this local alliance (which grew to 23 agencies in the year) to respond to the disaster, to primarily comply with an official directive for the response to be nationally led. While this challenged Oxfam and other international NGOs to rethink traditional approaches, it proved a highly visible test case on how well we can truly respect, empower and resource national and local actors.

The partnership model, especially in aspects of accountability, capacity building and quality monitoring, has worked very well in this response – and is still evolving. The activities were led by the national/local organizations with technical support from Oxfam, while we led some of the initial assessments.

There is a high level of trust between JMK and Oxfam, where activities needed to be undertaken on the basis of urgent verbal requests, before written agreements could be exchanged. Local governments have been highly appreciative of the coordinated response.

Between October 2018 and March 2019, we led the response, through this partnership, with 17% of funding going directly from Oxfam to local partners. In the second phase of transition, we are working to prepare local partners to lead on all fronts, in order for our Sulawesi response to be fully partner-led by September 2019 – one year after the disaster – with 70-80% of the funding going directly from Oxfam to partners. The response supported 190,000 people and is still ongoing, helping people with longer term recovery of their livelihoods and building resilience to future disasters.

AMPLIFYING VOICES OF COMMUNITIES (YEMEN)

Yemen is the world's largest humanitarian crisis and its mitigation relies almost entirely on a political resolution to the conflict. According to the 2019 Yemen Humanitarian Needs Overview, an estimated 24 million people – almost 80% of the population – require some form of humanitarian assistance, with nearly half dependent on basic handouts for survival.

A UN Donor Pledging Conference in Geneva, February 2019 was a key opportunity for Oxfam to influence the pledging, the direction of the humanitarian response and the peace process, as well as to bring the voices of Yemeni people to the event directly.

Oxfam staff went to significant lengths to get the representatives of three Yemeni civil society organizations invited to the conference, and ensure they were given a space to address the decision-makers shaping their future.

- Dalia Qasam, of the [Hodeidah Girls Foundation](#), spoke about the challenges for women close to the front-line and the changing role of women in Yemeni society.

- Leila Al-Shabibi, of the To Be Foundation, described the situation in the south of Yemen for humanitarian organizations and the importance of inclusive peace building, particularly in relation to women.
- Dr. Aisha Thawab, of [Abs Development Organization for Women & Child](#), highlighted the importance of mitigating and adapting to the climate crisis along the coastal plains of Tihamah.

Oxfam co-convened a side event on women's leadership with [UN Women](#), [Women's International League for Peace and Freedom \(WILPF\)](#) and [Care](#). This ensured that Yemeni women humanitarian leaders were able to address Mark Lowcock, the UN Assistant Secretary General for Humanitarian Affairs and Lise Grande, the UN Humanitarian Coordinator for Yemen.

Strong and vocal leadership from Oxfam's then Executive Director Winnie Byanyima ensured that the first national NGO statements were delivered within the Donor Conference directly to Member States. After the conference itself, Oxfam worked with and hosted the Yemeni organizations on a tour of European capitals to make sure their voices were widely heard.



■ Oxfam transports water by truck every day, to a district in Yemen, so that people can access drinking water and use it for daily chores.

SUSTAINABLE FOOD AND NATURAL RESOURCES

Sustainable Food

More people who live in rural poverty will enjoy greater food security, income, prosperity and resilience through significantly more equitable sustainable food systems.

Fair Sharing of Natural Resources

The world's most marginalized people will be significantly more prosperous and resilient, despite rising competition for land, water, food and energy sources and stress on climate.

Throughout our history, inequalities in access to productive resources have often caused and exacerbated poverty. For instance, up to 2.5 billion women and men worldwide depend on indigenous and community lands to survive. These lands, which are held, used or managed collectively, cover more than 50% of the world's surface. Yet, indigenous peoples and local communities who have protected these lands for centuries, legally own just one-fifth. The twin global crises of extreme inequality and climate emergency, exist in phenomenal proportions and succeed in directly holding poor people back or driving them further into poverty. Powerful corporations continue to influence public policymaking and remain unaccountable for their human, social and environmental rights abuses across the food supply chain.

Challenging the systemic causes of hunger, including the marginalization of farmers, is at the heart of our [GROW](#) campaign. We challenge elites and vested interests who stand to gain by excluding small producers, by failing to empower women in agriculture and by violating peoples' land rights. We help shift the power balance by campaigning with ordinary women everywhere, whether that's poor women fighting for enough nutritious food to feed their families, or consumers fighting for quality, choice and cost. We make sure that their voices are heard in the fight against hunger.

2 MN	991	402
people directly worked with	partners involved	projects worldwide

■ Image: Yvette and her daughter Grace in the fruit and vegetable patches she and her husband maintain with support from Oxfam and partner Farm Support Association. We are helping the agricultural sector in Vanuatu transition from subsistence to small-scale market-oriented farming.



EQUALITY IN VALUE CHAINS

Over the past thirty years, a handful of supermarket giants and large trading companies have come to dominate food sales and exert greater influence over the source of our food, while governments have stayed indifferent. Only a small and often diminishing share of value reaches food workers and producers, nearly always insufficient for a dignified standard of living.

Our campaign of the year, [Behind the Price](#) (also known as Behind the Barcodes) seeks to reveal the suffering women face in food supply chains and to mobilize the power of people around the world to help end it. Since the campaign launch, more than 230,000 people in 100 countries took action to end human suffering in food supply chains. We are bringing together consumers and producers world over and engaging with stakeholders (including governments, traders and retailers in value chains) to demand that our food is produced in a way that we can all live with. We base our influence on evidence and push for more target-oriented action.

In February 2019, following our campaigning efforts, Albert Heijn, the biggest supermarket in the Netherlands, published its new policies on human rights and sustainability, committing to prevent human rights violations and improve labor conditions; take responsibility for its own brand products and eventually for other brands as well; and research living wage, women rights and labor conditions in consultation with local workers, farmers, labor unions and NGOs.

Shortly after, another Dutch supermarket Jumbo took [the same step](#), in line with [our recommendations](#). The two together hold 54% of the market share in the Netherlands.

The campaign is also flourishing across the world with nationally and regionally relevant campaigns that are closely developed with allies: in West Africa, citizens in six countries stood up for local milk producers that are being unfairly pushed out of the market by European imports; in Thailand, we launched 'Dear Supermarket', working with local CSOs and Unions; in Indonesia, the National Seafood Alliance came together to ensure labor standards were being enforced with both the government and the industry; in the Philippines, farmers, food workers and activists banded together on World Food Day to urge election candidates to ensure basic issues like food security are part of their manifestos.

ENABLING LOCAL PRODUCERS TO MEET RISING DAIRY DEMAND (WEST AFRICA)

Milk is a locally available, nutritious product, which is important to West Africa's rural economy and to the health of the region's growing number of children. It has the potential to lift small-scale dairy farmers – many of whom are women – out of poverty. Despite steady growth in demand for dairy products, small-holder milk producers in West Africa lack access to market. This is primarily due to lack of government investment, and competition from cheap imports of powdered milk from Europe.

[Mon Lait Est Local](#) (My Milk Is Local) – as part of the broader Behind the Price campaign, calls for governments in West Africa to support small-scale producers to thrive. It encompasses recommendations for government and interventions to support the development of local markets and help small-holders earn a decent living.

Our teams and partners in Burkina Faso, Mali, Mauritania, Niger, Senegal and Chad are engaging consumers and influencing decision-makers in the region and have taken their cause to the EU, teaming up with European milk producers.

The coalition has pushed Economic Community of West African States (ECOWAS) and other actors to fund and make sure the regional task force to address these issues is operationalized.

Public engagement activities were rolled out across the region, reaching thousands of people in rural and urban areas. In Senegal, the national campaign ran a stall at the Foire Internationale du Dakar, inviting visitors to sample and buy local milk. In Burkina Faso, volunteers collected thousands of offline signatures on the petition. The Mauritanian President too signed the petition. In Mali, Grammy Award-winning musician and the new campaign ambassador, Oumou Sangare, recorded a [song](#) in support. European and West African milk producers are uniting to call on the EU to acknowledge and defend the rights of local business.

WOMEN IN AGRICULTURE

Growth in small-scale agriculture is an effective weapon against hunger and poverty, and women farmers play a central role. They produce a huge amount of food for their families and surrounding communities. But, as is often the case, women face additional barriers and remain almost invisible in the food production process. Little action has been taken to ensure that they have the resources they need to improve their livelihoods, tackle food insecurity and build their communities' resilience to the climate crisis.

We campaign on gender responsive budgeting (GRB), private investment in sustainable agriculture and climate finance to ensure the most vulnerable people receive the right quality and quantity of support they need to fight hunger.

Oxfam in Ghana has been working to promote GRB with positive results. Three regional policy dialogues were organized to educate and present issues relating to GRB to public policy makers and implementers. These brought together small farmers, private and public sectors, civil society and market actors. Results of gender analyses of various government flagship projects were shared. Key commitments were made by district planning officers and coordinating directors to address the concerns of small farmers, particularly women.

At the African Union Ordinary Summit, held between January 29 and February 10, 2019, in Addis Ababa, Oxfam provided support for six African small-scale women producers from various countries to participate in the High-Level Meeting on the Initiative Empowering Women in Agriculture (EWA) on February 8, 2019. During the meeting, a document on the most promising value chains for women's economic empowerment in the nine EWA pilot countries and a mapping of the gender-sensitive value chains as well as key actors and business opportunities was presented.

In Tanzania, Oxfam's input on four key issues pertaining to marginalized farmers' access to water was taken into account in the revised Water Bill that was tabled for debate before the Parliament in February 2019. We continue to engage with partners to monitor the Bill's implementation.



■ Oxfam is working to combat the food insecurity in Malawi, diversifying the food intake of households and providing cash transfers and seed distribution to areas hit hard by drought.

In the past year, we achieved changes in policies and secured sustained support from national governments for budgets and programs for small-holder farmers. Some of these are:

- In Nigeria, the proposed agriculture budget shows an increase of nearly 60%, following national-level stakeholders' consultation attended by 25 civil society organizations, including Oxfam and five farmer groups.
- The European Parliament (EP) finalized its position regarding the Neighborhood Development and International Cooperation Instrument (NDICI), explicitly referencing the importance of supporting small-holder agriculture, land rights and agroecology.
- Following long-term advocacy of several NGOs, including Oxfam, climate adaptation finance in France increased by over 88% between 2017 and 2018 to reach €1.6 billion.

LAND RIGHTS

Besides providing food, livelihoods and income, land provides people with social status, decision-making autonomy and representation. Land rights reflects more than the association between people and the land. It is a key tool in advancing the socio-economic well-being of vulnerable communities and the cohesion and development of entire communities.

Oxfam has invested greatly in amplifying the voices and interests of women and men who grow and produce our food at the global level. We are opening up spaces for local civil society actors on land policy, assisting the marginalized in claiming their rights and access to land, and ensuring that land acquisition deals are just.

The reporting period saw remarkable achievements on some long-term, extremely intractable campaigns which is testament to the importance of long-term work, building alliances and a world-wide influencing network (WIN)-based approach:

- Lands were returned to an additional 134 dispossessed families in [Polochic Valley Guatemala](#), meaning that almost half of 769 families evicted in 2011 have received land back – extraordinary given that over a dozen land rights defenders have been murdered in Guatemala this year.
- The [Cambodian](#) government provided land and/or compensation (1.5–3 hectares and US\$2,500–\$3000) to almost 200 families in Koh Kong in a land acquisition case linked to sugarcane.
- In [Paraguay](#), the 11 farmers – who were unfairly convicted and given harsh sentences following an unjust investigation into the tragic incident that led to the death of six policemen in Curuguaty in 2012 – had their case overturned by the Supreme Court.
- The [Liberian](#) Senate approved the people-centered Land Rights Act, following a petition with 30,000 online and 40,000 offline signatures (part of the earlier Land Rights Now mobilization). Around 18% of land in Liberia has already been sold to foreign investors, a historic achievement.
- [Uganda's](#) government withdrew the proposed Constitution Amendment tabled in the Parliament, which sought to give absolute power to the government to acquire land for development without paying prior compensation.
- The President of the [International Finance Corporation \(IFC\)](#) announced that it would adopt a two-year pilot on increased disclosure for its financial intermediary lending. While the details are yet to be revealed, this is still a considerable step in responding to the rights of communities to know who is financing activities on their land and ensure they can access protections against land rights abuses.

SHORING UP RESILIENCE (GUATEMALA)

8% of producers in Guatemala hold 78% of the arable land. Over 60% of food that reaches families' tables comes from small farmers, but rural women and men have trouble making a living on their small plots of land due to the low public investment in this sector. These conditions deepen inequality and poverty in the country. The region's history is witness to multiple violent displacements and rampant abuse of civil freedoms. Voices that rose up to challenge this were criminalized, or even silenced with targeted, unpunished killings.

The long-running struggle in Polochic Valley is a clear example of how land grabbing leads to grave human rights violations. Oxfam has supported the Polochic community in their struggle, exposing the violent evictions of 769 families in 2011 and mobilizing people worldwide to support their fight for their land.

We supported partners to pressure the government and demand better oversight and treatment of the exiled families. When authorities failed to fulfill promises, we re-mobilized to see that all the families get their land back.

Of the 769 displaced families in 2011, 355 have been able to return to their lands in Polochic. Nonetheless, 414 families are still waiting. In coordination with the Comité de Unidad Campesina, Oxfam is supporting the families that have been resettled to foster the local economy and build community capacities as human rights defenders.

CLIMATE CHANGE

One of the main causes of increasing hunger is worsening climate crisis.

The [2018 Intergovernmental Panel on Climate Change \(IPCC\)](#) report has given a stark warning that we only have 12 years to make the radical shifts in our economies and societies, if we are to have any chance of limiting temperature increases to 1.5°C. If the temperature rises above two degrees, up to 467 million people will be more vulnerable to climate impacts.

In 2018–19, our main objective was to influence governments and international institutions to shift policies to scale up ambition and implement actions to deliver on [the Paris Agreement](#). It's a race against time: Oxfam's climate group has been working to support countries to scale up ambition and implementation of [Nationally Determined Contributions \(NDCs\)](#). We have been advocating for increased climate finance, putting pressure on rich countries to pay their fair share and ensure much needed support is provided to poor countries. Our work on loss and damage, has increased awareness of how the climate crisis is leading to forced displacement and a shift in focus towards the rights and choices of affected communities.

Some of our key highlights from the year are listed here.

PAP ALLIANCE WITH PACJA AND UNECA

The Pan Africa Programme (PAP) in partnership with the Pan Africa Climate Justice Alliance (PACJA) and [the UN Economic Commission for Africa \(UNECA\)](#) convened 34 civil society organizations from across Africa, including Female Food Heroes and [Rural Women's Assembly](#), for a side event on agriculture, land and climate crisis for food security on October 8, 2018, just before the Climate Development Africa Conference, commonly known as the [CCDA](#).

BLUE ECONOMY CONFERENCE

Oxfam participated in the [Blue Economy Conference](#) held in November 2018 in Nairobi. Oxfam in the Pacific and the PAP worked together to maximize impact. The Regional Director in Oxfam in the Pacific, Rajjeli Nicole spoke at the Conference, on the sustainable and inclusive development of the ocean economy.



■ Oxfam's partner in Cambodia, RACHANA works to improve the livelihoods of smallholder farmers and their families. We train and equip them to better cope with climate change and natural disasters.

COP24

A delegation from Oxfam participated in [COP24](#) in Poland and made important interventions. We lobbied with developed as well as developing country negotiators and politicians – from French, Dutch and Austrian ministers to European Commissioner, Miguel Cañete, to delegates from Australia, Sudan, New Zealand, the Pacific and Bangladesh – besides hosting successful side events.

AFRICAN UNION

Recommendations from Oxfam's PAP on climate finance were adopted in the African Union Summit in February 2019, where developed countries were urged to scale up climate finance towards achieving the 2020 finance goal through private and public funds.

WIM TASK FORCE ON DISPLACEMENT

Our advocacy work on climate-forced displacement created greater recognition of how climate crisis leads to the forced displacement and cross-border migration of tens of millions of people. We advocated for new policies and frameworks to protect the rights of affected communities. Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts (WIM) Task Force on Displacement publicly credited Oxfam's 'Climate Journeys' work and invited partnership for UN Secretary General's climate summit.

We also advocated for long-term finance for loss and damage and strengthened gender and rights language in outcome recommendations.



■ Café Rio, a small milk business in Burkina Faso, has today become a dairy products transformation company. With the 'Mon lait est local' campaign, we support the purchase and sale of more nutritious local milk, thus providing a stable livelihood for rural families.

FINANCING FOR DEVELOPMENT

There will be more and higher quality financial flows that target poverty and inequality, and empower citizens, especially women, to hold governments, donors and the private sector to account for how revenue is raised and spent. More women, men, girls and boys will exercise their right to universal quality health and education services, making them full participants in their communities and strengthening the economic, social and democratic fabric of their societies.

The ways in which governments raise and spend money can either be progressive – fighting gender and economic inequalities – or regressive – making them worse. Oxfam works with civil society to demand governments take a proactive approach to making a more equitable world. To this end, our flagship campaign [\(Even It Up\)](#) and our influencing program (Fiscal Accountability for Inequality Reduction, FAIR) work on taxation; aid; essential services like health, education and social protection; workers' wages and rights; and budget monitoring and accountability.

2.9 MN **571**

people directly
worked with

partners
involved

261

projects worldwide



THOUGHT LEADERSHIP

To fight inequality, we need to be clear about the scale of the problem, and to connect with others who want to work on these issues. We need to make those who hold power in our world to understand just why this is so important in creating a more just world. We work to produce and present evidence demonstrating how leaders across the world can help in doing so. Shifting the conversation to a global level is key to creating space for Oxfam's push to change attitudes and beliefs, and policy and practice, to fight inequality.



■ Oxfam at Davos 2019 called on governments, including the Indian government, to invest more in making quality health services available to everyone and to help fund this by taxing wealth more fairly.

Together with partners, like [Fight Inequality Alliance \(FIA\)](#) and [FEMNET](#), we created a [Global Week of Action against Inequality](#), in January 2019, timed to coincide with the World Economic Forum (WEF) meetings at Davos. Organized with the FIA, the Global Week of Action comprised music festivals and special events involving thousands of ordinary people as well as influencers in over 40 countries. Of these, more than 26 saw public actions! Our messages traveled round the world, through radio, TV, newspapers, magazines and social media, from Denmark to South Africa and from Morocco to South Korea.

Oxfam's Executive Director Winnie Byanyima attended the WEF 2019 and we used the platform to impact the debate among influential voices worldwide, raising economic and gender inequality as a public and political agenda. We received positive responses from all corners, including successful media coverage, echoing Oxfam's thoughts on inequality.

At the time, we also published our report, [Public Good or Private Wealth?](#) It focused on public services and tax, and their role in closing the gap between rich and poor and between men and women; and included new evidence on the scale and impact of extreme inequality, and on the contribution of women in unpaid care work to the economy.

We also showcased the work of women like [Shukura](#) and [Dorra](#), who are fighting inequality through their work and lives. The report, available in over six languages, was downloaded more than 20,000 times within two weeks of the WEF.

Oxfam in Latin America and the Caribbean worked with allies to launch [dataIGUALDAD](#), a free, digital platform on fiscal justice, inequality and rights. [dataIGUALDAD](#) is a visual and user-friendly project, which contains share-graphics and over 70 indicators (a timeline series from 1990 to the last available year) for 18 countries in the region on tax, social spending, essential services and democracy.

Together with our partner [Development Finance International](#) we launched our [Commitment to Reducing Inequality Index \(CRII\)](#), which uses a composite indexed score to compare countries based on the policies they put in place which can improve or worsen inequality. We presented the latest update at the World Bank and International Monetary Fund Annual Meetings, in October 2018 where it got widespread media coverage.

We met with a growing number of progressive leaders about the CRII, who are champions of the kind of policy decisions we know can fight inequality to beat poverty, including New Zealand, Senegal, Iceland, Bolivia, Sierra Leone and Canada.

PUSHING TO CHANGE ATTITUDES AND BELIEFS, AND SOCIAL NORMS

We work with ordinary citizens to help them hold governments accountable for fighting inequality and beating poverty. We strive to better understand how society functions and act to narrow the widening gap between the rich and poor.



■ Oxfam works in the Dominican Republic, to empower women and men in the rural areas to exercise their right to fair and equitable distribution of public resources, greater equality and access to basic social services.

Some of our public advocacy activities in the reporting period are listed here.

- [Fair the Sheep](#) is a character we created in Hong Kong – portrayed through art and pop culture, and a series of online creative works – to raise awareness about local inequality.
- [Ninipolis](#) is an interactive game, made by Oxfam and [actúa.pe](#), which simulates the realities of the Peruvian youth, deriving data from existing research on education and employment in the country. It sheds light on how inequality affects our development opportunities through real-life situations.
- [Kulinganiza](#) is Oxfam's inequality campaign in Zambia – which [breaks down inequality by addressing various issues that include the analysis and simplifying of the budget for ordinary citizens, gives space to young voices](#), demands a higher level of accountability on the current poverty alleviation targets and provides policy alternatives to the government.
- 8th Annual Kilimani Street Festival [#KiliStreetFest](#) in Kenya is a community led arts and cultural festival that engages communities in the fight against inequality.
- We partnered with journalists to use power of media to strengthen Asians' understanding of inequality and engagement for a more equitable Asia.
- A public inequality-themed cinema cycle (6 films in 6 weeks) in Guatemala City, followed by a [national inequality report](#) launch and debate, that drew participants from academia, the private sector and political groups.
- [National Tax Justice Youth Film Festival in Pakistan](#), where influential artist Jawad Ahmed launched a song against inequality, looked at how living wages and spending on public services like healthcare can reduce inequalities.

FISCAL JUSTICE FOR WOMEN AND GIRLS

Equitable development means that how governments mobilize and spend money needs to fight inequality, not worsen it. Oxfam looks at both the mobilization of funds – through aid or taxes – and at how they are spent, globally and nationally. When public spending is slashed, women and girls in particular pay the price, and inequality grows. We want to show that the policy choices governments make about tax or public services determine whether they effectively targeting economic and gender inequalities.

We also work with donors and multilateral agencies to improve the quality of aid in spaces like the [UN Financing for Development Forum](#) and the Second High-level UN Conference on South-South Cooperation (BAPA+40) and the [OECD Development Assistance Committee \(DAC\)](#). We ‘follow the money’ from donor treasuries to its final use, with the help of data from the [International Aid Transparency Initiative \(IATI\)](#).



■ Tower blocks and informal housing occupy opposing banks of the river in Ho Chi Minh City, Vietnam. Oxfam works with partners across the country to improve the working and living conditions for migrant workers.

EMPOWERING CITIZENS FOR BUDGET ACCOUNTABILITY TO FIGHT INEQUALITY (EL SALVADOR AND MALAWI)

El Salvador and Malawi are just two of many countries where Oxfam supports communities to hold authorities to account for how they raise and spend money.

In El Salvador, Oxfam supports a group of national and local activists, particularly youth and women activists, to participate in training on tax and inequality. The process includes preparation for interacting with media and organizing public forums in learners’ territories, where these activist leaders use their knowledge about taxation and equality. Such local forums opened up spaces for people to discuss together how fiscal policy impacts their rights, and to make recommendations on how to improve equity, transparency, citizen participation and tax system effectiveness.

In Malawi, where HIV prevalence is high and [50% of new HIV infections affect those aged 15-17](#), Oxfam partners with [Development Communications Trust \(DCT\)](#) and its Radio Listening Clubs (RLC) in four districts to implement an essential services project in health that demands for increased access and improved quality of services through progressive allocation and spending of public resources. These RLCs educate small groups on social accountability, expenditure tracking and HIV.

Dialogues between citizens and the local council on health budgets are broadcast to communities. RLC participants share their knowledge with others in the district, particularly youth, women, people with HIV and people with disabilities. These stories feed into the national dialogue on universal health coverage, supporting Malawian civil society in its advocacy for increased budget allocations for HIV medicines. The advocacy has contributed towards increased budgets for medicines at council level, efficient use of funds in target districts and increased access to medicines by people with HIV/AIDS, particularly the youth.

Young people trained through these RLCs are tracking public money allocations, looking at the quantity of spending and the quality of services. Most importantly, they are holding public actors to account for health service delivery.

CAMPAIGNING TO END TAX HAVENS



■ Oxfam and local partners work in five informal settlements around Nairobi, Kenya, to support 30,000 women working in the informal economy.

Our activism through the years to #EndTaxHavens and fix the global tax system – rigged to benefit the profiteering corporates and elites, at the expense of national budgets – has yielded encouraging outcomes in several places in 2018-19.

We successfully campaigned and engaged with the public to raise the bar of the EU criteria to identify tax havens, increase the transparency of the process and to prevent the EU from directly excluding all of the worst tax havens from their blacklist. More than 40 countries have committed to introduce over 100 reforms on their harmful tax practices.

The EU still needs to turn into a more inclusive process and strengthen mechanisms.

In March 2019, the European Parliament agreed for the first time that the European Commission should recognize five EU countries as corporate tax havens (the Netherlands, Ireland, Malta, Cyprus and Luxembourg). The European Parliament explicitly refers to Oxfam's research in the '[Off the Hook](#)' report, published three weeks prior to the decision.

The UK government accepted an amendment to the Sanctions and Anti-Money Laundering Bill which will require the UK's Overseas Territories (like Bermuda, the British Virgin Islands and the Cayman Islands) to publish public registers of beneficial ownership.

Subsequently, the UK's 'Crown Dependencies' – Jersey, Guernsey and the Isle of Man – announced that they would introduce public registers of beneficial ownership. Such registers mean that everyone will be able to see basic details about companies registered there, making it easier to uncover tax dodging and corruption.

We have revealed evidence of just how big the problem is and what action is needed, including our [report](#) on increased payouts to shareholders by the top 40 companies listed on the French stock exchange, and our '[Hazardous to your Health](#)' report which presents new findings on how the Trump government's corporate tax makeover seems to have benefited four pharmaceutical giants (and what these companies have prioritized in their spending patterns over the course of 2018). Oxfam America also released its research [Dollars and Sense](#), analyzing the biggest companies' rhetoric versus actions when it comes to lobbying for lower corporate taxes.

A new income tax bill in Kenya contains many of the reforms Oxfam called for in an inequality report; we are keenly following its progress.

In Vietnam, the National Assembly discussed the Special Economic Zone Law, during which, a member of parliament quoted nearly all of our recommendations in their speech and the Prime Minister asked for a report on tax loss from tax incentives, following Oxfam's report on [Tax Incentives in the Vietnam](#).

FIGHTING INEQUALITY WITH FREE, QUALITY PUBLIC EDUCATION (PAKISTAN)



■ Students attend a basic literacy class in Pakistan, where Oxfam has set up Accelerated Learning Centres to educate women and girls.

Oxfam in Pakistan is working in communities and schools to bring education to more girls in the country. Our Girls Education program helps deliver improved services as well as influence education spending for lasting change. With the help of gender responsive budgeting (GRB), and tools like a national income report card and a budget monitoring app, we are advocating for more and better-quality spending on girls' education.

Oxfam and its implementing partners Human Development Foundation (HDF) and Idara-e-Taleem-o-Agahe (ITA) are working with schools and the government education department to increase budgetary allocations to girls' schools. School Management Committees, which include teachers and parents, allow the community to identify needs and help meet them.

For instance, Teacher Khalida Shafi's request to upgrade their premises, in conservative Basti Tibba village, southern Punjab, to include a middle school for girls was recently approved, through the combined efforts of Oxfam and HDF.

What's more – under our program, the School Representative Committees (SRCs), comprising young girls and boys, campaign on the Right to Education (Article 25A of the Pakistani constitution) in their neighborhoods, going door to door, and convincing children and their parents to enroll in school.

BRIDGING TAX JUSTICE AND WOMEN'S HEALTH (PERU)

In 2018, we launched the campaign #ShePays, investigating tax avoidance by pharmaceutical companies who market health products and medicines to women.

The Oxfam team in Peru, through the campaign, focused on '[Tax justice for women's health: The Other Fight against Cancer](#)', and also denounced the tax benefits that the big pharma received. Selling and importing medication against cancer, HIV and diabetes has been exempted from taxes in Peru for 17 years. This was meant to reduce the high costs of treatment but this saving was never transferred to patients.

Our [report](#) exposed how over US\$10 million in revenue was lost by the Peruvian government, owing to tax exemptions on cancer medicines. This is equivalent to all the state investment in public

purchases of these cancer drugs. 92% of this went to Roche and Bristol-Myers Squibb. The cost of trastuzumab (HER2+ breast cancer medicines) is just under US\$25,000 in the public sector, which is over 90 times the minimum wage.

Our report '[Prescription for Poverty](#)' presents new global research on the subject. We raised a shareholder resolution on drug pricing and executive compensation at a pharmaceutical company's Annual General Meeting, gaining a full 30% of the vote. While it did not pass, it showed the company clear support for our cause among their own shareholders.

SUPPORTER STORIES

The dedicated involvement of our supporters enables us to reach out and provide long-term and emergency assistance to those who most need it. Because of them, we are among the world's leading providers of emergency humanitarian aid with recognized technical expertise in clean water, public health, food security and the protection of civilians. Without our supporters, doing what we do at the speed, scale and level of efficiency that is required, becomes nearly impossible.

BY OUR SIDE

Amaurys Pérez is a water polo champion who won a gold medal at the 2011 World Championships in Shanghai and a silver medal at the 2012 Olympic Games in London. Following his interaction with our colleagues at the Milan Linate Airport, Italy, he joined Oxfam as a donor.

He has, since then, taken active part in endorsing our SMS campaign on TV and social media, to raise awareness about the critical importance of access to water for the safety of billions of people. The same water which represents his natural element, his job, his joy. He continues to contribute to help thousands of people with enthusiasm and generosity.

When I lived as a child in Camaguey, Cuba, my mother owned the only well of the village and everyone would come to our place to get water. I understood then the importance of sharing and how being generous and unselfish always pays off. As a father and an athlete, it's my duty to be a good example and teach my sons the right thing to do. So, when I met Oxfam's fundraisers at the airport, I could not have done without coming back to talk with them. I found out that there are many altruistic people and many beautiful stories to tell, of which I'd also like to be one of the characters. Giving makes me feel good, it's enriching knowing that my donation can change people's lives.



■ Amaurys Pérez at an Oxfam fundraising program in Italy.

SEE FOR YOURSELF

In November 2018, we took three Oxfam Ireland supporters, Kate Lavelle, Des Moran and Vincent McCusker on a See for Yourself trip to Uganda. The trip included visits to a coffee farm, a beekeeping program and an advocacy initiative for young people.



■ Des Moran, Vincent McCusker and Kate Lavelle at a coffee farm in Uganda.

VINCENT MCKUSKER, BELFAST

At the coffee farm in Nebbi, Vincent was happy to see the collaborative spirit among planters. He learned how donations have helped augment production rate. From a family business, the coffee grown has become the income provider of the community.

It's fantastic to see the way they work, it's very inspiring to see them all collaborating and working together. And it's really important to see how the money is being spent on the ground and the benefit it's having on people's lives.

DES MORANT, DUBLIN

Oxfam started the Youth Ignite Change Project with local volunteers to provide advocacy and train young people in business. Des interacted with several beneficiaries and was particularly happy about a girl who is actively seeking higher education opportunities.

One girl, in particular, springs to mind. She was funding herself to go to college, which is brilliant. It's changing lives, the program that Oxfam in partnership with the local guys here, is doing.

KATE LAVELLE, DONEGAL

Kate was impressed by the beekeepers who received training from Oxfam. She was particularly proud to see that women made up half of the workforce. The resources and tools helped multiply earning capacities. The beekeepers are now able to provide for their families and send more kids to school.

As much as the beekeepers are grateful for the donation, they're proud of what they're doing with the support. They really want us to see that, so they want to talk about what it's given them. They want to show that the money's going somewhere. They're really proud of what they've achieved.

HUMAN RESOURCES

Our people are our ambassadors, our biggest strength and central to the achievement of our mission. The Human Resources (HR) function at Oxfam consists of several facets that both embody and imbue our core values: Accountability, Inclusiveness and Empowerment.

HR works closely with the senior management to recruit diverse talents, across many countries, that are the best at what they do. It seeks to maximize the efficiency and effectiveness of our structure, systems and processes through our Shared Service teams. We have four global Shared Service teams, who focus on key internal engagement priorities, such as rewards; learning & development; talent & resourcing; and employee relations. In addition, a dedicated core HR team at Oxfam lends support to all OIS offices.

DIVERSITY AND INCLUSION

Oxfam is an equal opportunities employer committed to diversity in the workplace. We are strongly committed to ensuring women are properly represented in leadership positions and will also be monitoring progress in recruiting and promoting staff from other equity-seeking groups, and that the issues and concerns of LGBTQI+ employees and employees of other diverse groups are acknowledged and addressed.

TRAINING AND BENEFITS

Oxfam invests in its employees through a strong focus on learning and development. All staff are given the opportunity to develop their skills through internal and external training workshops throughout the tenure of their employment. Benefits for all our offices are published on our website and intranet. Prospective employees can view part of what we offer when they visit our website to apply for jobs. Oxfam aims to be competitive in the



■ Oxfam communications officer Angela Kateemu speaks to a resident of a refugee settlement in northern Uganda.

sector in which we operate by reviewing our salaries across our offices annually ensuring that our salaries are aligned with our competitors

PERFORMANCE MANAGEMENT

We encourage regular one-to-one conversations between line managers and their employees round the year. Our performance management system LET'S TALK is based on 360-degree feedback. Managers are encouraged to set goals at the beginning of the year and review these periodically, seeking transparent response from stakeholders at the end of the year.

GENDER JUSTICE

Our vision for women's rights is that many more women will gain power over their lives and no longer live in poverty, and that both women and men will challenge inequalities and benefit from less restrictive gender roles.

OXFAM CULTURE

Culture change is a journey that Oxfam is dedicated to undertaking. It involves a shift of mindsets, behaviors, beliefs, attitudes and the way we work. Our internal Culture Survey in 2018 has helped us hold open and difficult conversations about the state of our culture with our staff as well as the leadership across the confederation.

Consequently, Oxfam has committed to actions that will ensure we focus more on how we deliver results as opposed to what we deliver. For instance, culture discussions have influenced the change of the LET'S TALK tool.

This has had a ripple effect on the leadership who came out in numbers to accept feedback. Culture discussions have also influenced staff to speak up and voice their concerns in groups, such as the Living Our Values Everyday (LOVE) network and the Diversity and Inclusion working group. And as we continue on this journey, we are making every endeavor to ensure that we live by feminist principles in our fight against injustice in the world.

NUMBER OF OIS EMPLOYEES

COUNTRIES	EMPLOYED IN AN OIS OFFICE	HOSTED BY AN AFFILIATE	HOSTED BY OI	INTERN	OI REGIONAL PLATFORM	TEMPORARY AGENCY WORKER	TOTAL
Addis Ababa	4		1				5
Australia		5					5
Barcelona		17					17
Belgium	18		1	3			22
Bolivia		1					1
Boston		2					2
Canada		3					3
Colombia		1					1
Geneva	1		2				3
Germany		2					2
Ghana		2					2
Hanoi		1					1
India		5					5
Ireland		2					2
Italy		1					1
Jordan	1						1
Kenya	52			2	20		74
Mexico		1					1
Netherlands		5					5
New York	4			1			5
Oxford	59		1		1	1	62
Pakistan		3					3
Russia		5					5
San Francisco		1					1
South Africa		3					3
Spain		1					1
Sweden		2					2
Thailand		1					1
Washington	6		1	1			8
Zimbabwe		1					1
GRAND TOTAL	144	66	6	7	21	1	245

GENDER	NUMBER OF EMPLOYEES
Female	164
Male	81
GRAND TOTAL	245

As on March 31, 2019

KEY REFLECTIONS

We are now almost at the end of our current Strategic Plan period and while, during these five years, we managed important advances, there is scope to do better, provide more value and effect greater change.



■ Julia, an aid worker for Oxfam in Beira, Mozambique, three months after Cyclone Idai. She manages a team of 25 local community members who go door-to-door, promoting good hygiene practice and handing out soap and water purification liquid to prevent the spread of water-borne diseases.

INFLUENCING

Working at multiple levels gave Oxfam access to more information, more actors and more ways to influence change. Interacting with governments has facilitated constructive dialogue. That said, Oxfam's roots in communities continue to provide a basis for activism, campaigning and protest. Long-term relationships and credibility with a wide variety of actors undoubtedly helped us navigate closing spaces.

GENDER MAINSTREAMING

We acknowledge that we need to do better to fulfill our aim of putting women's rights at the heart of what we do. We will take the opportunity to learn from other organizations that have already gone through these struggles and are thought leaders in gender justice work. At the same time, we recognize that standalone work on gender justice also needs to be upscaled if we are to achieve transformational change in the lives of women.

ACTIVE CITIZENSHIP

Oxfam and partners have demonstrated considerable creativity in 'prying open' civic space, including in restricted contexts, as well as in preparing citizens, particularly women and youth, to occupy it. But we must continuously learn, with our evaluators, partners, citizens, women, youth and more, to remain useful.

THOUGHT LEADERSHIP

Oxfam has influenced the thinking and practice of actors, regionally, nationally and globally. However, we need to make a greater shift in the way we produce and disseminate knowledge. We must place the knowledge of the global South and of traditionally marginalized groups front and center.

PARTNERSHIP

Our commitment to global balance has strengthened our existing partnerships, but we need to better understand and treat our partners as peers and collaborators in the creation and sharing of knowledge and solutions.

IMPACT AT SCALE

We aspire to put in place a more comprehensive framework on operating at scale, which guides us on when and how to consider taking a model to scale. We must plan, implement, choose partners and learn as we pursue this.

PROGRAM APPROACH

Whenever we have practiced our program approach well, communities have benefited. We must learn how to continuously test and review our theories of change to close our learning loops. Better theories of change, and better gendered power analysis mean better programs, which help Oxfam raise 'better money', generating better knowledge that, in turn, leads to better theories of change.

INCOME & EXPENDITURE

INCOME & EXPENDITURE

€1,018 MN

TOTAL INCOME

€998 MN

TOTAL EXPENDITURE

€21 MN

EXCESS OF INCOME OVER
EXPENDITURE

BALANCE SHEET

€757 MN

TOTAL ASSETS

€361 MN

TOTAL LIABILITIES

€396 MN

NET ASSETS

■ Sobia teaching Urdu to students at a basic literacy and numeracy skills class in Pakistan, where Oxfam has set up Accelerated Learning Centres to educate women and girls.

Reporting period
April 1, 2018 – March 31, 2019

CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE

REVENUE BY SOURCE	MILLION EUROS	%
Institutional Fundraising	424.8	41.7
UN and UN Institutions	57.9	5.7
EU and EU Institutions	82.6	8.1
Other Supranational Institutions	3.1	0.3
Home Government Institutions	166.4	16.3
Other Governments	58.9	5.8
NGO & Other	51.8	5.1
Associated organizations	4.1	0.4
Public Fundraising	401.7	39.4
Fundraising Events	15.4	1.5
Humanitarian Appeals	20.3	2.0
Regular Giving	156.8	15.4
Single Gifts	58.3	5.7
Bequests	72.8	7.1
Lotteries	17.5	1.7
Other Corporate, Trust & Foundation Donations	47.8	4.7
Other Public Fundraising	12.9	1.3
Interest and Investment Revenue	7.9	0.8
Trading Revenue*	171.3	16.8
Other income	12.7	1.2
TOTAL REVENUE	1,018.4	100

*Trading Revenue figures are gross - no trading costs have been deducted.

SIX LARGEST DONORS AND THE MONETARY VALUE OF THEIR CONTRIBUTION

REVENUE BY SOURCE	MILLION EUROS
Trading Revenue*	171.3
Home Government Institutions	166.4
Regular Giving	156.8
EU and EU Institutions (Institutional Fundraising)	82.6
Bequests (Public Fundraising)	72.8
Other Governments (Institutional Fundraising)	58.9
TOTAL 6 LARGEST DONORS	708.8

NET TRADING REVENUE	
Particulars	MILLION EUROS
Trading Revenue	171.3
Trading Costs	149.3
NET TRADING REVENUE	22.0

EXPENDITURE

CATEGORY	MILLION EUROS	%	CATEGORY	MILLION EUROS	%
Program	670	67	Non-program	327	33
Program Implementation	565	57	Market & Administration	76	8
Development and Humanitarian	487	49	Fundraising-Marketing	102	10
Influencing	79	8	Institutional fundraising	15	2
Program Management	105	11	Public Fundraising & Marketing	86	9
			Trading	149	15
TOTAL EXPENDITURE				998	100

*Expenditure figures do not include €5.2 million of gains

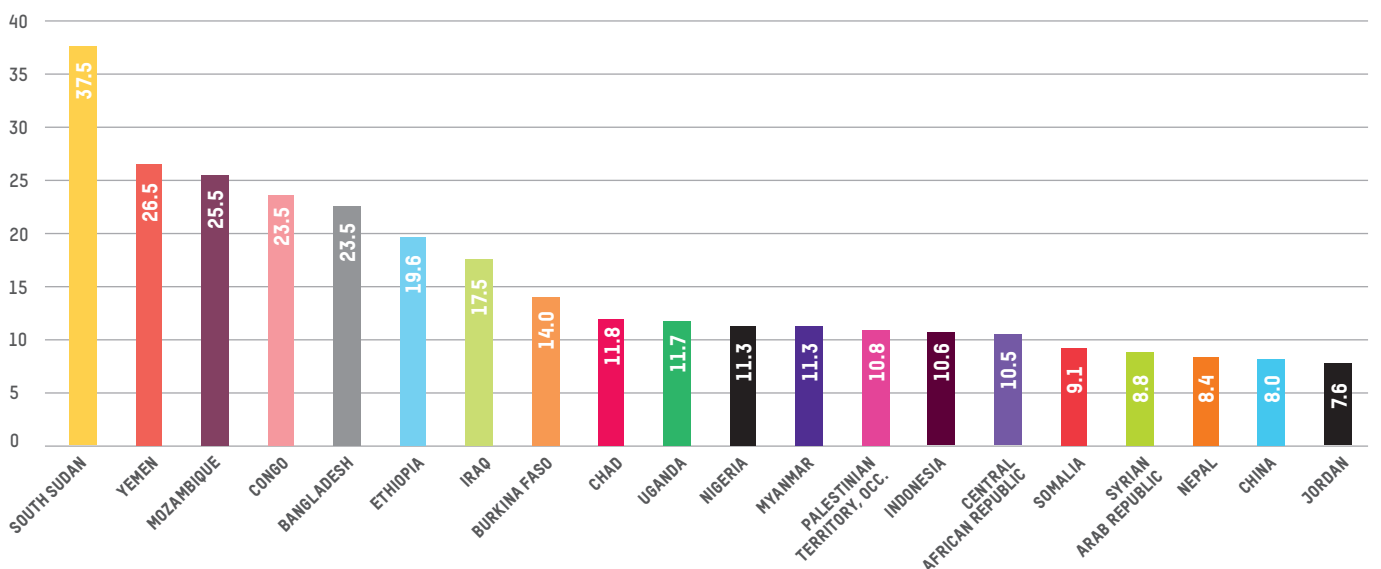
PROGRAM EXPENDITURE

OXFAM REGIONS	MILLION EUROS	%	CHANGE GOALS	MILLION EUROS	%
Global Level Allocation	127.2	19.0	Active Citizens	110.8	16.8
East and Central Africa	58.1	8.7	Gender Justice	82.3	12.5
Horn of Africa	72.0	10.7	Saving Lives	238.7	36.2
West Africa	79.9	11.9	Sustainable Food	87.0	13.2
Southern Africa	42.8	6.4	Access to Natural Resources	71.1	10.8
Maghreb & Middle East	93.4	14.0	Essential Services	69.9	10.6
East Asia	60.4	9.0			
South Asia	51.5	7.7	TOTAL	659.8	100
Eastern Europe & Former Soviet Union	5.8	0.9			
Central America, Mexico & the Caribbean	33.1	4.9			
South America	10.2	1.5			
Pacific	13.1	2.0			
Other*	22.0	3.3			
TOTAL EXPENDITURE	669.6	100			

*The category "Other" includes Regional Level Allocations for: Africa; Horn, East & Central Africa; Latin America & the Caribbean; as well as program spend in Western Europe and North America

PROGRAM EXPENDITURE – TOP 20 COUNTRIES

Program expenditure for the top 20 countries represents 306.2 million Euros or 46% of total Program expenditure.



Reporting period
April 1, 2018 - March 31, 2019

(All figures in million Euros)

CONTACTS

A worldwide development organization, Oxfam is a confederation of 19 affiliates that work as a force in their fight against poverty and inequality. The confederation is also supported by public engagement offices in South Korea, Sweden and Argentina. Oxfam International Secretariat, with strategically located offices, leads and supports collaboration between our 19 affiliates.

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